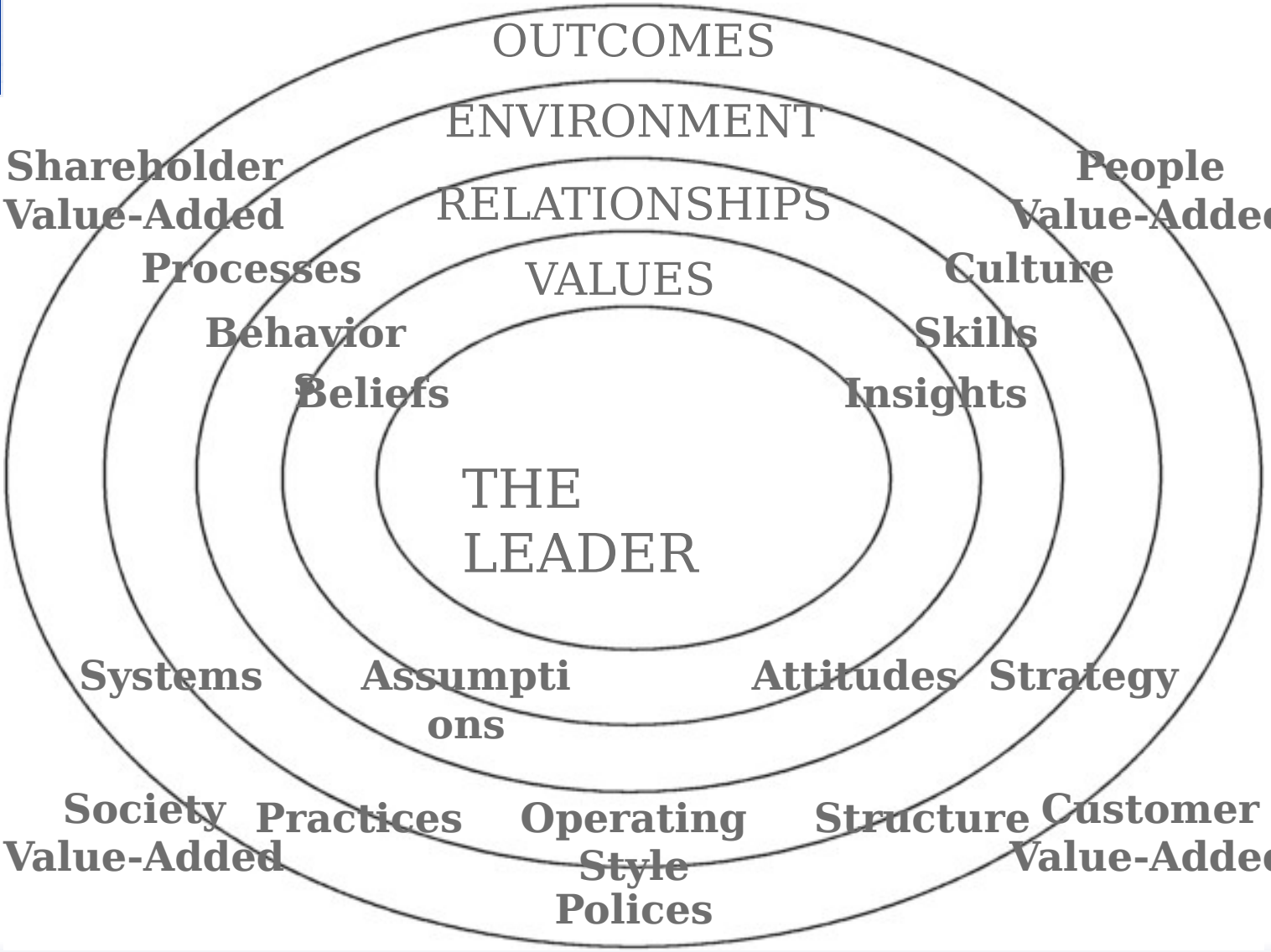
"Leadership In A Changing Culture"

(Transforming Business From the Inside Out)

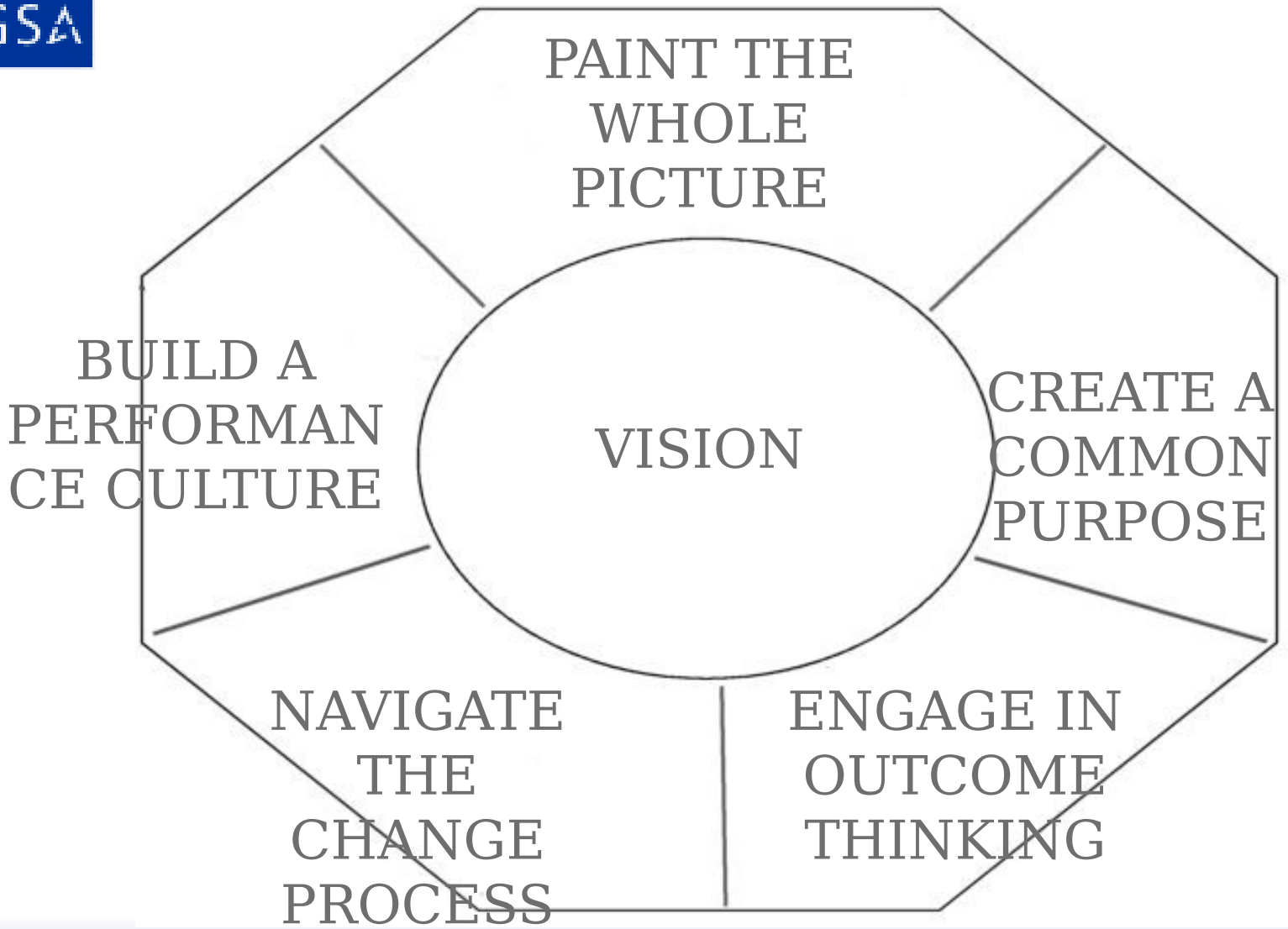
Brian K. Polly
Director, Office of Property Disposal
GSA/PBS


OUTCOMES
ENVIRONMENT
RELATIONSHIPS
VALUES
THE LEADER
Shareholder Value-Added
People Value-Added
Processes
Culture
Behavior
Skills
Beliefs
Insights
Systems
Assumptions
Attitudes
Strategy
Society Value-Added
Practices
Operating Style
Structure
Customer Value-Added
Polices

"Do not prepare for change because something has happened; change before it happens."

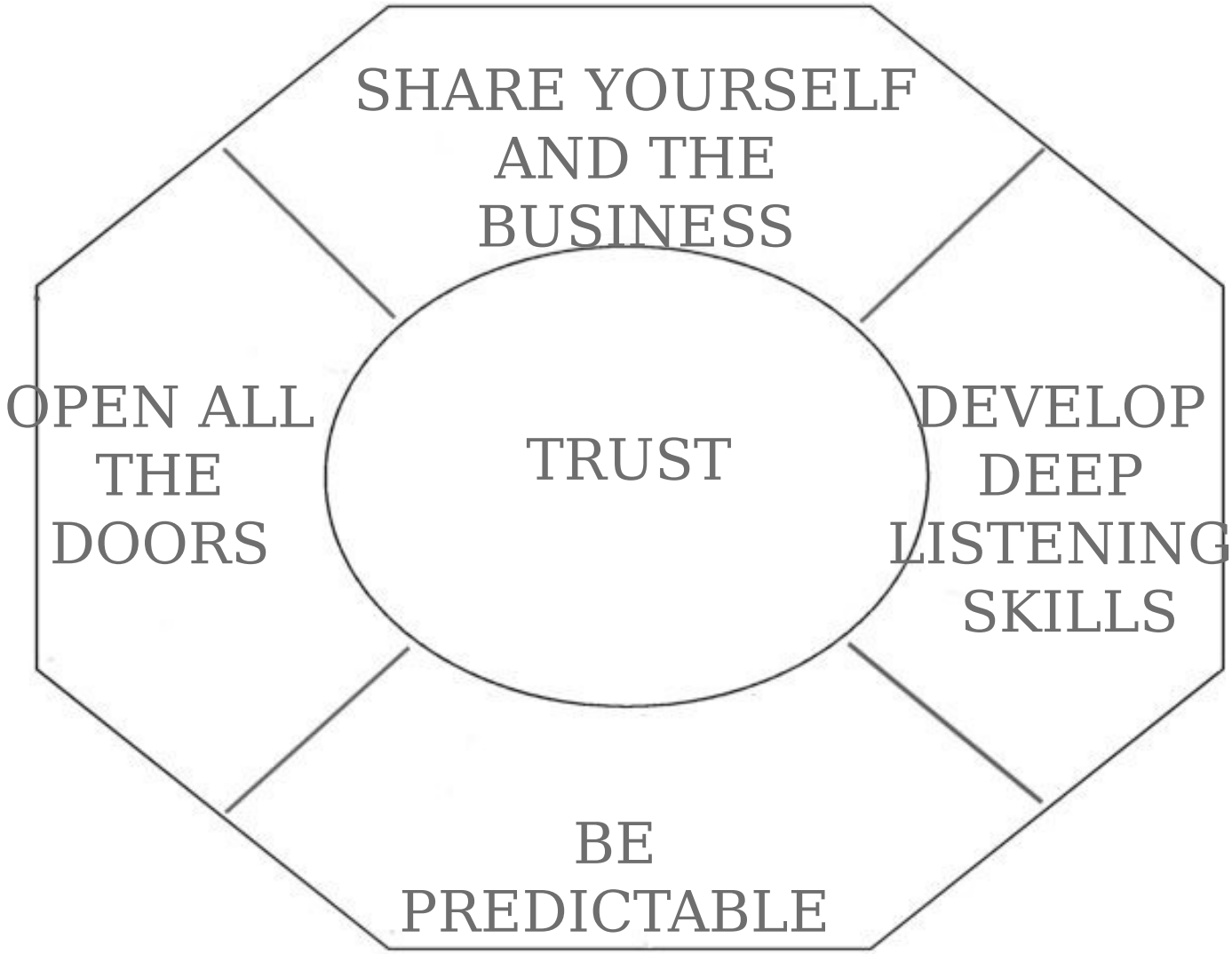
Jan Carlzon
CEO, Scandinavian Airlines

VISION
TRUST
PARTICIPATION
LEARNING
DIVERSITY
CREATIVITY
INTEGRITY
COMMUNITY
LEADING PEOPLE


PAINT THE WHOLE PICTURE
BUILD A PERFORMANCE CULTURE
VISION
CREATE A COMMON PURPOSE
NAVIGATE THE CHANGE PROCESS
ENGAGE IN OUTCOME THINKING

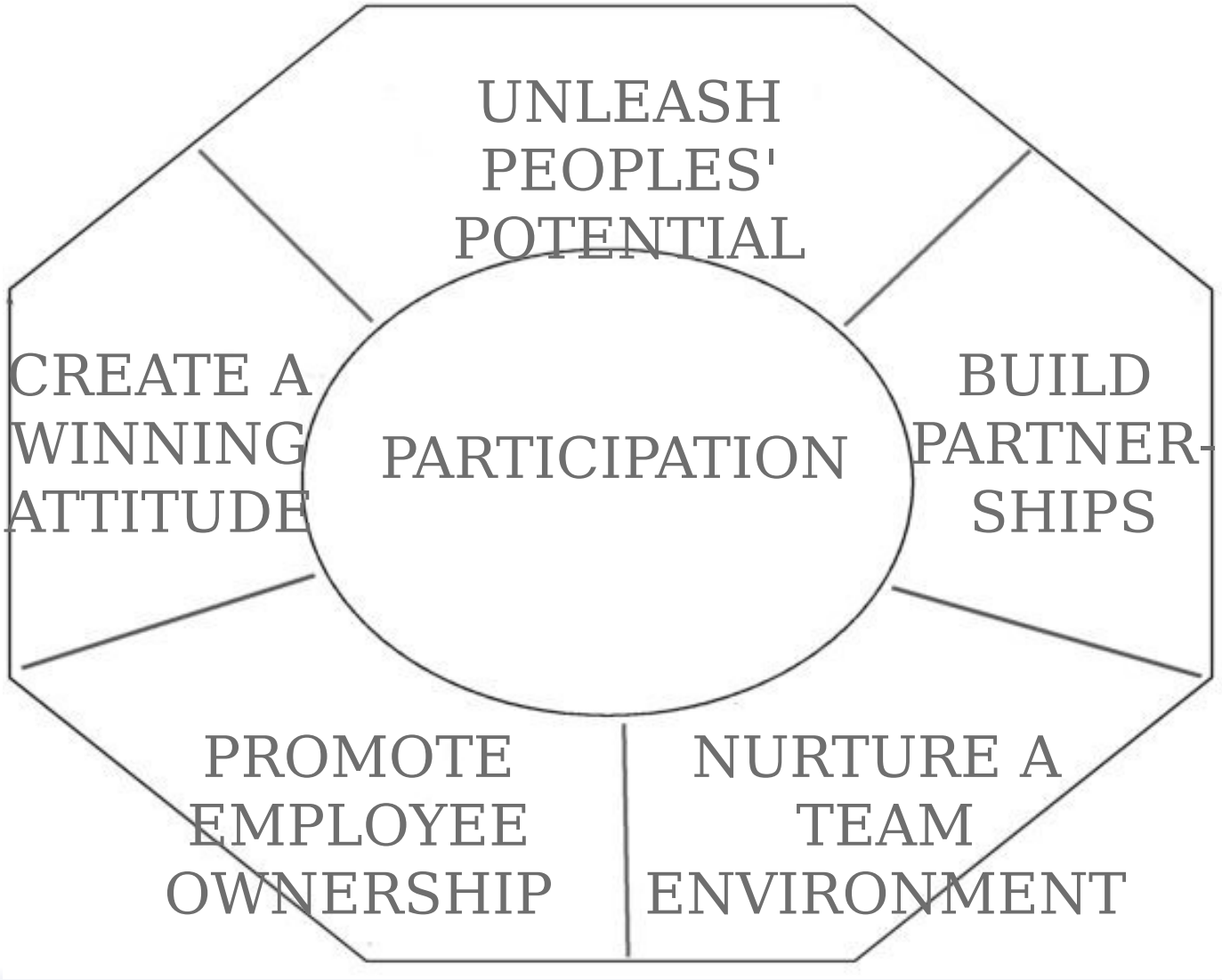
"If you really want people to perform, they must believe in what they are being asked to do."

Bill Pagonis
Commanding General
U.S. Army


SHARE YOURSELF AND THE BUSINESS
OPEN ALL THE DOORS
TRUST
DEVELOP DEEP LISTENING SKILLS
BE PREDICTABLE

Trust

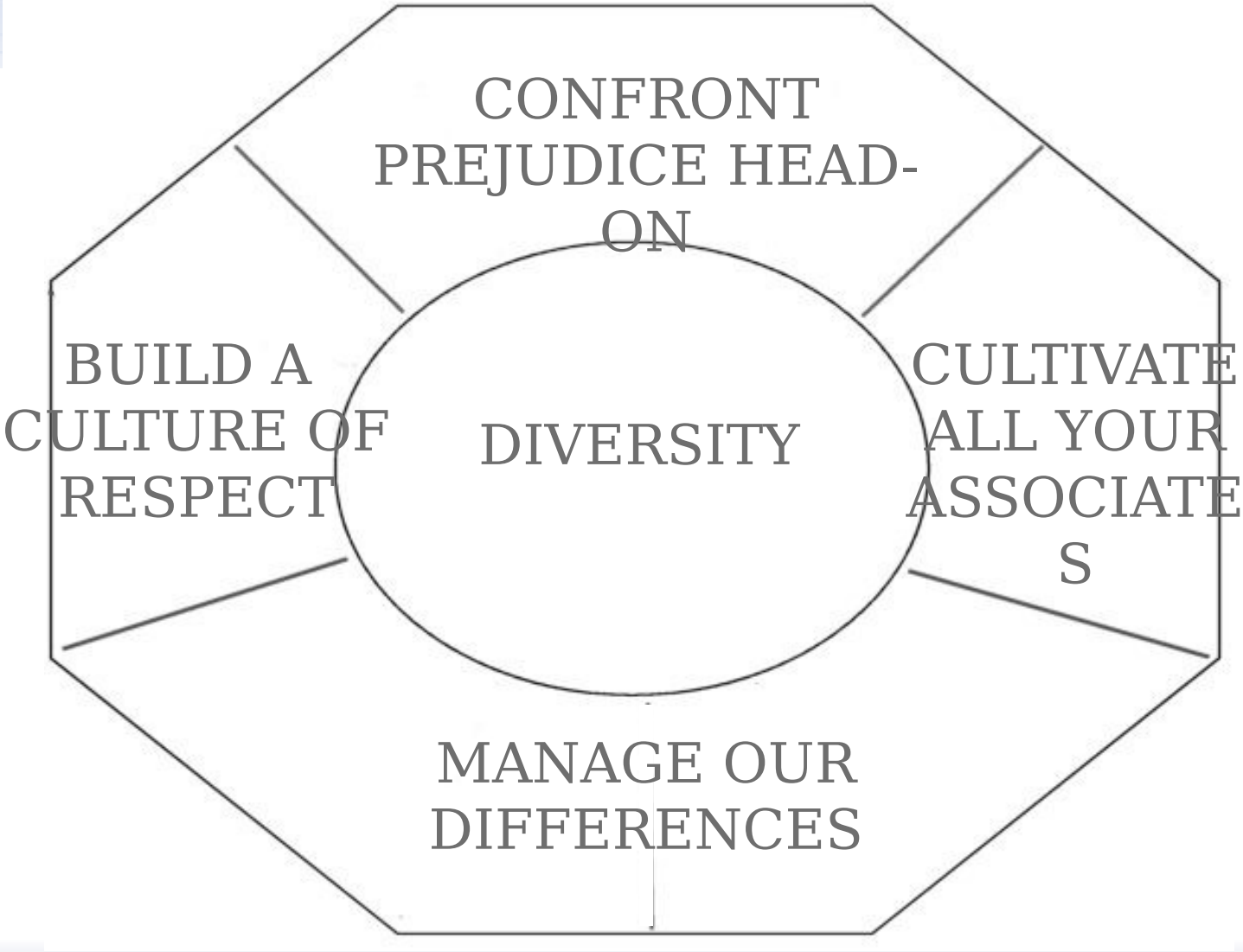
	Individual	Organization
Needs	To feel listened to To have access; to be aware of what is going on (including company goals, objectives) To feel trusted To know where they stand; read peoples' motives and intentions	Trustworthy employees Honest information about the customer, the work, the workplace Teamwork Employees who are open to feedback
Responsibilities	To respect confidence of information To participate in forthright, honest dialogue	Openly communicates about its condition, operations, choices, plans Sharing at all levels


UNLEASH PEOPLES' POTENTIAL
CREATE A WINNING ATTITUDE
PARTICIPATION
BUILD PARTNER-SHIPS
PROMOTE EMPLOYEE OWNERSHIP
NURTURE A TEAM ENVIRONMENT

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

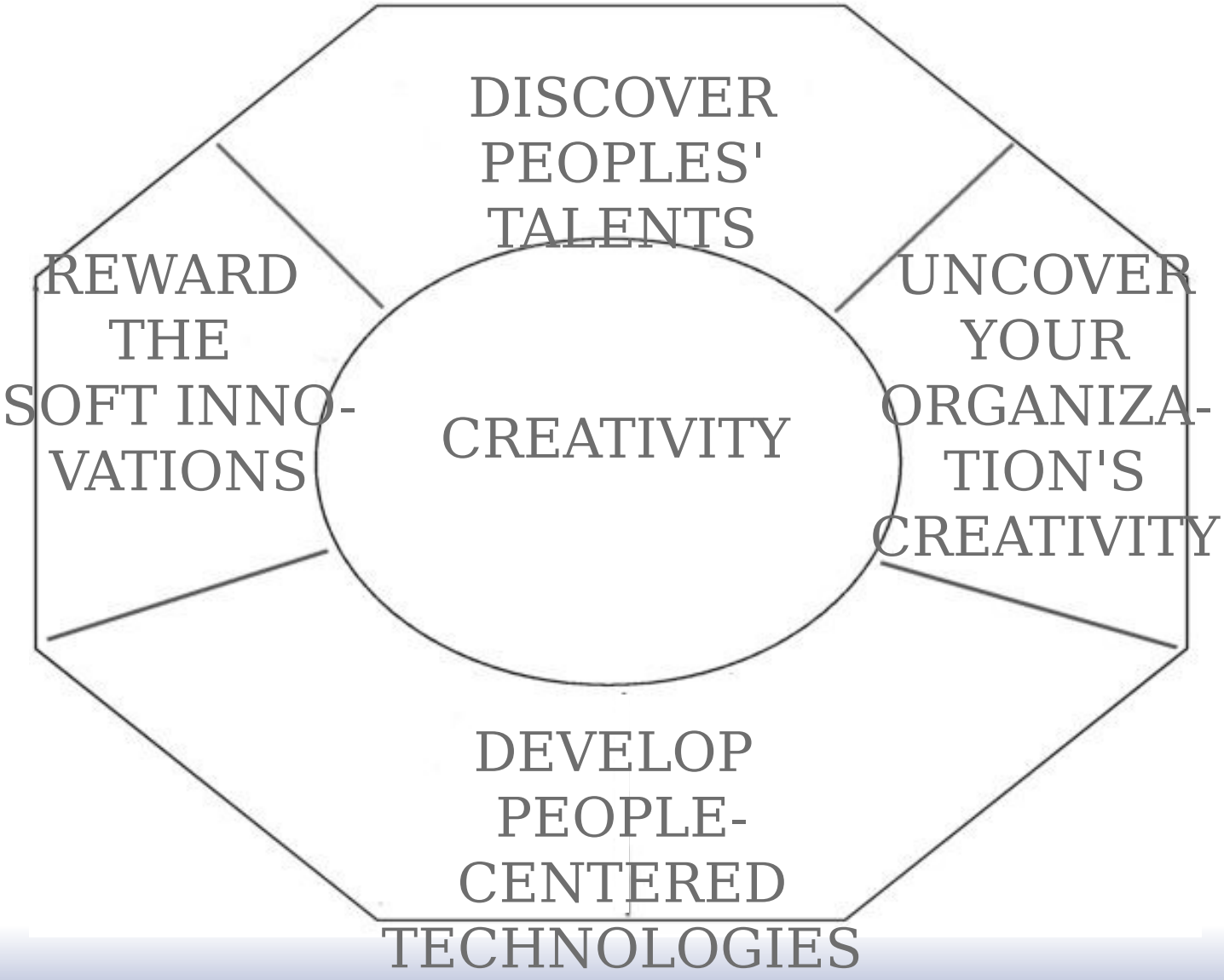
Colin Powell
Secretary of State

NURTURE PERSONAL RENEWAL
BUILD A LEARNING COMMUNITY
LEARNING
IDENTIFY STRENGTHS AND SHORT-COMINGS
LIBERATE THE HUMAN SPIRIT
MASTER THE MENTORING PROCESS


CONFRONT PREJUDICE HEAD-ON
BUILD A CULTURE OF RESPECT
DIVERSITY
CULTIVATE ALL YOUR ASSOCIATES
MANAGE OUR DIFFERENCES

"Organization doesn't really accomplish anything. Plans don't accomplish anything, either. Theories of management don't much matter. Endeavors succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds."

Colin Powell
Secretary of State


DISCOVER PEOPLES' TALENTS
REWARD THE SOFT INNO-VATIONS
CREATIVITY
UNCOVER YOUR ORGANIZA-TION'S CREATIVITY
DEVELOP PEOPLE-CENTERED TECHNOLOGIES

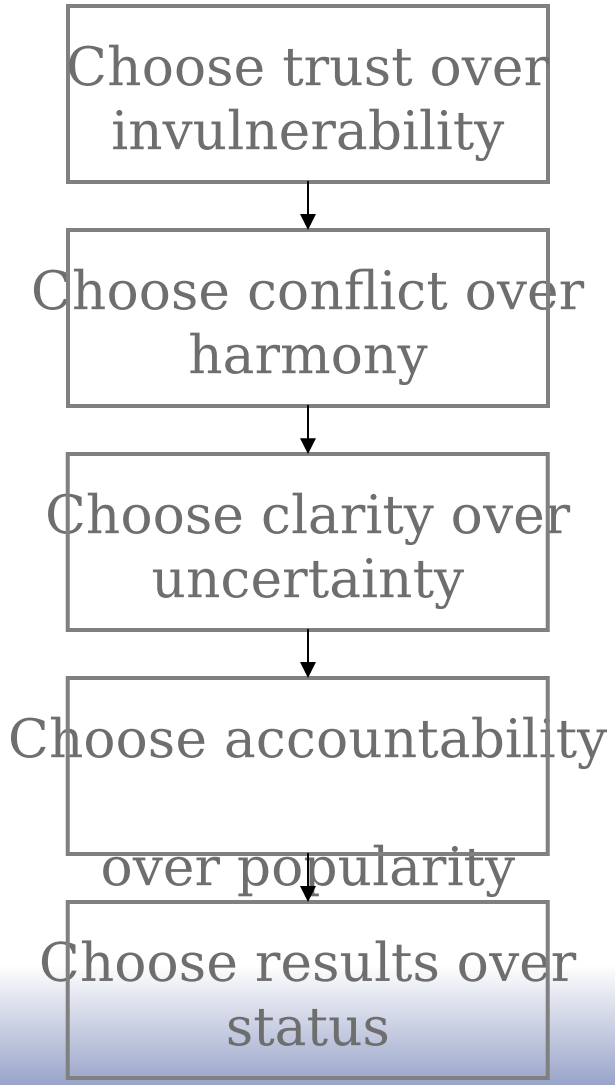
HAVE COURAGE
FOSTER ETHICS AND ENTREPRE-NEURSHIP
INTEGRITY
PUT INTEGRITY INTO ACTION
PROMOTE INSTITUTIONAL FAIRNESS

"The difference between the possible and the impossible lies in a person's determination. How badly do you want something? How much of a price are you willing to pay?"

Tom Lasorda
Manager, LA Dodgers

CULTIVATE MATURITY
TRANSFORM YOUR ORGANIZA-TION
COMMUNITY
INSPIRE PRIDE AND PERFORM-ANCE
BE AN ENVIRONMENT STEWARD
CARE BEYOND YOURSELF

Overcoming Leaders' Five Temptations



"The ultimate measure of a person is not where they stand in the moments of comfort and convenience, but where they stand at times of challenge and controversy."

Martin Luther King, Jr.